The socio-economic impact of large-scale research infrastructures: LHC and CNAO

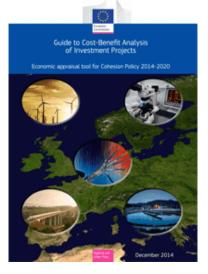
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ALBA
Barcelona, 7th October 2016

WHY A CBA MODEL FOR RDI: Motivation and Principles

- Increasing need for accountability: RDI at the core of policy agenda, essential component of scientific and technological progress.
- Peer review process is designed to assess the scientific case but it is not tailored to evaluate the socio-economic impact of a project.
- **Different evaluation approaches** are related to managerial criteria, financial sustainability, policy priorities and others: these are different from a theory based forecast of socio-economic impacts.
- A CBA model for RDI should be firmly based on the theory of applied welfare economics and empirically implementable: it must be quantitative.
- What is unmeasurable should be left aside, expressed qualitatively and is not part of the CBA.



CBA FOR RESEARCH INFRASTRUCTURES

Some information on CBA international practice are drawn from the results of a survey conducted on **selected OECD countries** addressing the actual use, practice and role of CBA in ex-ante project appraisal.

OECD, Government at glance

July 2015

http://www.oecd.org/gov/govataglance.htm



Rail (e.g. Austria, Denmark, Canada, Sweden, Netherlands).

Urban transport (e.g. New Zealand, Austria, Denmark, Canada, Sweden, Netherlands)

Airports, ports and waterways (e.g. Austria, Canada, Sweden, Netherlands, UK)



Education (e.g. Canada, UK)

Culture and leisure (e.g. New Zealand, Canada, UK)



Water supply and wastewater (e.g. Canada, Netherlands)

Solid waste management (e.g. Canada, UK)
Other environmental projects: risk
prevention and mitigation, natural asset
conservation, etc. (e.g. Canada, Sweden, UK)



ICT: telecommunications, broadband, ICT applications to businesses and citizens (e.g. Canada, UK)

Health (e.g. Canada, Sweden)



Energy: production, transmission and distribution (e.g. Denmark, Canada, Sweden)



Scientific research (e.g. Canada, UK) **Technological development and innovation:** science parks, technological parks, incubators, etc. (e.g. Canada, UK)

Background



The research project "Cost/Benefit Analysis in the Research, Development and Innovation Sector" aims at developing and testing a model for evaluating Big Science. The developed model will enable funding agencies to assess the potential future net social benefits generated by a research infrastructure and the uncertainty and risks associated to it. See the video and the power point presentation to further info on the purposes of the project.

The project team is composed by the Departments of Economics, Management and Quantitative Methods (DEMM) and Physics of the University of Milan and the independent research centre CSIL. See team for more information.

The project is financed by the European Investment Bank Institute (EIB Institute) in the frame of its EIB University Research Sponsorship Programme (EIBURS), which provides grants to EU University Research Centres working on research topics and themes of major interest to the Bank. The call for proposals launched by the EIB Institute is available here.



News

2016 February 18

The paper "Exploring Cost-Benefit Analysis of Research, Development and Innovation Infrastructures: An Evaluation Framework' by Florio, Forte, Pancotti, Sitroi and Vignetti which presents the results and the lessons learned during the 3-year research project supported by a EIBURS grant is now available. Read paper

2015 November 25

Massimo Florio presents "Cost-Benefit Analysis of the LHC" at the ESA Socio-Economic Studies Steering Group Meeting in Paris.

2015 November 03

Massimo Florio presents the CBA model for RDI infrastructures at the Workshop on Methodologies and Tools for Assessing Socio-Economic Impact of Research Infrastructures organised by the OECD Global Science Forum in Paris.

2015 July 22

The paper "Cost-Benefit Analysis of the Large Hadron Collider to 2025 and beyond" by Florio, Forte and Sirtori is now available in arXiv. Read paper

Toggle more news

Press release

- Developing a CBA theoretical model for evaluating research infrastructure projects (RI).
- Enabling funding agencies to assess the potential future net social benefits generated by a RI.
- Testing the CBA model on two particle accelerators: LHC and CNAO (National Hadrontherapy Centre for Cancer Treatment).

EIBURS EIB University Research Sponsorship Programme 2012-2015

http://www.eiburs.unimi.it/

The CBA model (1)

- The expected economic net present value of the RDI infrastructure $[\mathbb{E}(ENPV_{RDI})]$ over the **time horizon** (T) is defined as the difference between expected **benefits** and **costs** valued at shadow prices and discounted at the **social discount rate** (r).
- The model breaks down intertemporal benefits into two broad classes – use and non-use benefits – and compares these benefits with costs.
- The expectation operator implies that all critical variables are considered as stochastic.
- All the benefits should be related to the main economic agents: firms, consumers, employees, taxpayers.

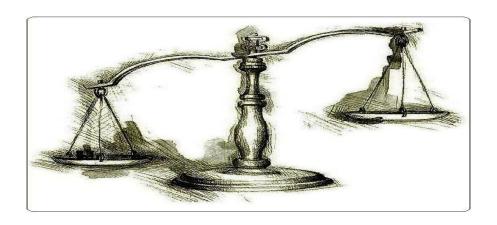
The CBA model (2)

$$\mathbb{E}(ENPV_{RDI}) = \mathbb{E}(EPV_{Bu}) + \mathbb{E}(EPV_{Bn}) - \mathbb{E}(EPV_{Cu})$$

$$B_u$$
 = Use benefits

$$C_u = \text{Costs}$$

$$B_n$$
 = Non Use benefits



Costs

$$\mathbb{E}(EPV_{C_u})$$

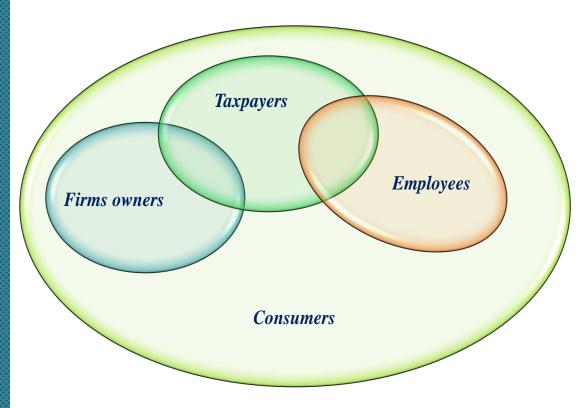
The present value of COSTS is the sum of the:

- economic value of capital (K)
- labour cost of scientists (L_S)
- ullet other administrative and technical staff (L_o)
- other operating costs (O)
- negative externalities if any (\mathcal{E}) .

$$\mathbb{E}(EPV_{C_u}) = \sum_{t=0}^{\mathcal{T}} s_t \cdot (k_t + l_{st} + l_{ot} + O_t + \varepsilon_t)$$

Benefits (1)

Customary partition of economic agents in the applied welfare economics literature:



- **Firms:** profit maximization (producer surplus).
- Consumers: maximizing their utility (consumer surplus).
- Employees: maximizing their income for a given amount of efforts.
- Tax-payers: adjusting their decisions as a consequence of the existing fiscal constraints to minimize the burden of taxation.

Some evidence from literature:

- Drèze, J. and Stern N. (1990). Policy reform, shadow prices and market prices, Journal of Public Economics.
- Johansson, P-O and Kriström, B. (2015). Cost-Benefit Analysis for Project Appraisal, Cambridge: Cambridge University Press.

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Benefits (2)

The present value of BENEFITS

is the sum of the:

- Firms (T)
- Employees (H)
- Users (A + S + C)
- Taxpayers (QOV + EXV)

Use Benefits B_u

Non Use Benefits B_n

$$\mathbb{E}(EPV_{B_u}) = \sum_{t=0}^{T} s_t \cdot (T_t + H_t + A_t + S_t + C_t)$$

$$\mathbb{E}(EPV_{B_n}) = (QOV + EXV)$$

The CBA model: Costs and Benefits

$\mathbb{E}(ENPV_{C_n})$

The present value of COSTS is the sum of the:

- economic value of capital (K)
- labour cost of scientists $(L_{\scriptscriptstyle S})$
- other administrative and technical staff (L_o)
- other **operating costs** (0)
- **negative externalities** if any (\mathcal{E}) .

$\mathbb{E}(ENPV_{C_u}) = \sum_{t=0}^{T} s_t \cdot (k_t + l_{st} + l_{ot} + O_t + \varepsilon_t)$

The present value of BENEFITS

is the sum of the:

- Firms (T)
- Employees (H)
- Users (A + S + C)
- Taxpayers (QOV + EXV)

_ Use Benefits B_u

> Non Use Benefits B_n

$$\mathbb{E}(ENPV_{B_u}) = \sum_{t=0}^{T} s_t \cdot (T_t + H_t + A_t + S_t + C_t)$$

$$\mathbb{E}(ENPV_{B_n}) = (QOV + EXV)$$

The CBA model: Benefits



EMPLOYEES: early career researchers



Human Capital Formation (H_t)

Benefits B_u **CONSUMERS**



Social benefits to consumers of services (A_t)

SCIENTISTS



Knowledge output (S_t)

VISITORS



Cultural effects (C_t)

Non Use Benefits B_n

Use



Quasi option value (QOV)

TAXPAYERS



Existence value (EXV)

Benefits on firms: Technological spillovers

The present value of technological spillovers (T_t) is given by:

- the discounted incremental social profits Π_{jt} generated by companies (j) of the RI's supply chain which have benefitted from a learning effect;
- and other externalities.

$$T = \sum_{j=1}^{J} \sum_{t=0}^{\mathcal{T}} s_t \cdot \Pi_{jt}$$



Benefits on employees: Human capital formation

Human capital formation benefits (H) are valued as increased earnings (I) gained by RI's students and former employees (z), since the moment (ϕ) they leave the project, against counterfactual scenario.

$$H = \sum_{z=1}^{z} \sum_{t=\varphi}^{\mathcal{T}} s_t \cdot I_{zt}$$





Benefits on users: knowledge output

Celebrating the 1 Millionth Paper

January 2015

The social value of knowledge output is measured by:

- the sum of the present value of papers signed by RDI's scientists (P_{0t}) and the value of subsequent flows of papers produced by other scientists that use or elaborate of the RDI's scientists' results
- divided by the number of references they contain $(\frac{P_{it}}{k_{it}})$, with i=1,...n, and the value of citations each paper receives, as a proxy of the social recognition that the scientific community acknowledges to the paper $(Q_{it} \text{ with } i=0,...n)$

$$S = \sum_{t=0}^{\mathcal{T}} s_t \cdot P_{0t} + \sum_{i=1}^{I} \sum_{t=1}^{\mathcal{T}} \frac{s_t \cdot P_{it}}{k_{it}} + \sum_{i=0}^{I} \sum_{t=1}^{\mathcal{T}} s_t \cdot Q_{it}$$

Benefits on users: cultural effects

Outreach activities carried out by RI produce **cultural effects** on the general public (g), which can be valued by estimating the **willingness to pay of the general public** for such activities.

$$C = \sum_{g=1}^{G} \sum_{t=1}^{T} s_t \cdot W_{gt}$$



Social benefits to consumers of services

Provision of Services

Some RDI infrastructures provide services to external users. They may pay a fee for accessing and using the infrastructure's equipment and/or specific services offered.

Social benefits of RDI services for target groups of consumers

Some RDI infrastructures are expected to use new knowledge to deliver innovative services and products addressing specific societal needs. Benefits arise to users who are better off by the delivery of the innovative service or product.



Benefits on taxpayers: Quasi Option + Existence value

 $\boldsymbol{B_n}$ captures two types of benefits related to the social value of discovery: the quasi-option value (QOV) and the existence value (EXV):

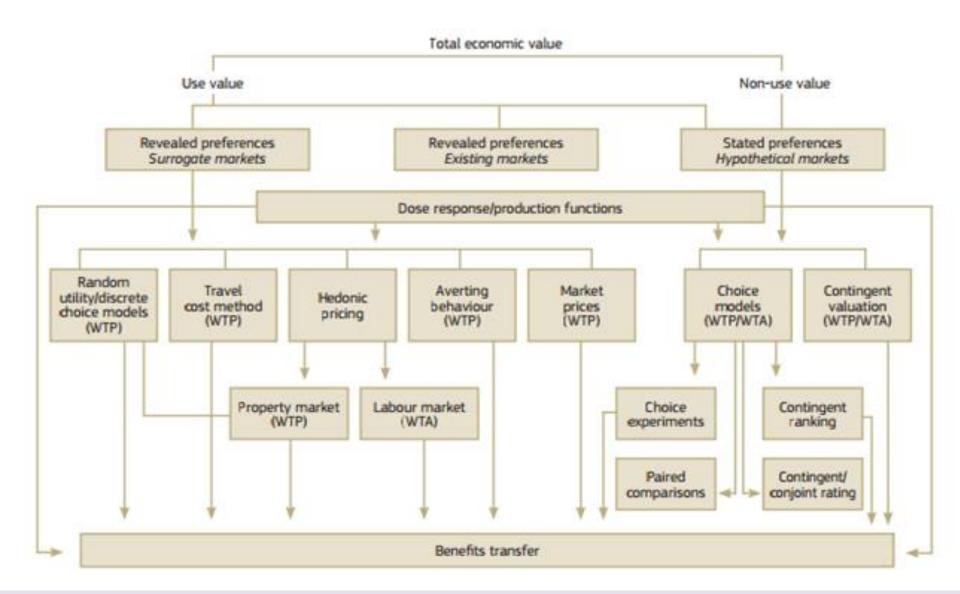
where

- QOV is intrinsically uncertain and therefore not measurable, simply assumed to be non-negative and then skipped;
- EXV, on the other hand, can be proxied by stated or revealed willingness to pay for scientific research, and/or through benefit transfer, borrowing ideas from CBA of the environment.

$$B_n = QOV + EXV$$



Total economic value



Pearce, D.W, Atkinson, G. and Mourato, S. (2006). *Cost-Benefit Analysis and the Environment. Recent developments*, Paris: OECD Publishing.



APPLICATION OF THE CBA MODEL



LHC CASE STUDY

The Large Hadron Collider (LHC)

- It was built (1993-2008) by CERN.
- It is located in a 27 km-long underground tunnel near Geneva.
- In operation since 2009, it has discovered the **Higgs Boson** in 2013.

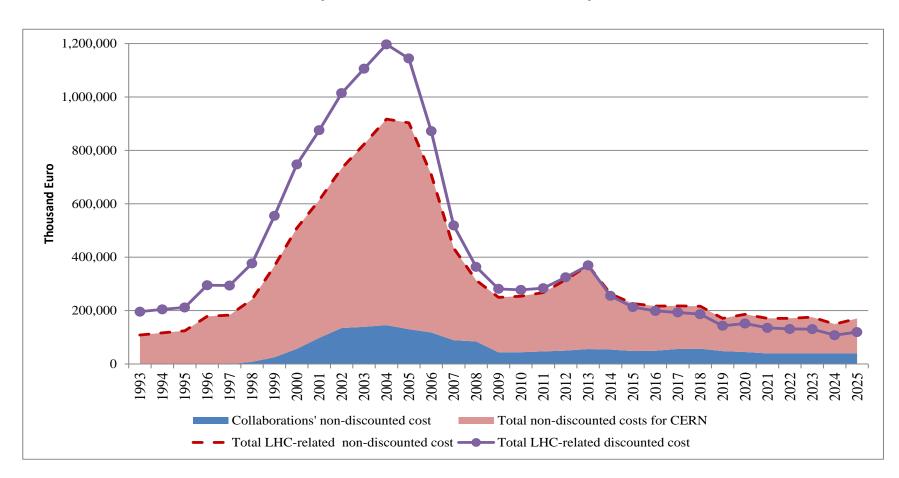


KEY PARAMETERS FOR THE CBA

TIME HORIZON	33 years: 1993 - 2025
UNIT OF ANALYSIS	the LHC and four detectors (collaborations)
SOCIAL DISCOUNT RATE	3% in real terms (adopted by the EC CBA Guide, 2014)
SHADOW PRICES	Proxied by marginal WTP or marginal costs
COUNTERFACTUAL	Business as usual scenario
QUASI-OPTION VALUE	assumed 0
NEGATIVE EXTERNALITIES	assumed 0

LHC: Costs

Total discounted and non-discounted LHC costs covered by CERN and collaborations, including in-kind, by year (1993-2025; thousand euro)



order

Fotal numer

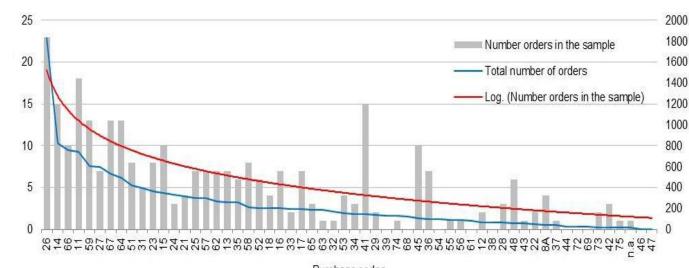
- 11 building work
- 12 roadworks
- 13 installation and supply of pipes
- 14 electrical installation work
- 15 heating and air-conditioning equipment (supply and installation)
- 16 hoisting gear
- 17 water supply and treatment
- 18 civil engineering and buildings
- 21 switch gear and switchboards
- 22 power transformers
- 23 power cables and conductors
- 24 control and communication cables
- 25 power supplies and converters
- 26 magnets
- 27 measurement and regulation
- 28 electrical engineering
- 29 electrical engineering components
- 31 active electronic components
- 32 passive electronic components
- 33 electronic measuring instruments
- 34 power supplies transformers
- 35 functional modules & crates
- 36 rf and microwave components and equipment
- 37 circuit boards
- 38 electronics
- 39 electronic assembly and wiring work
- 41 computers and work-stations
- 42 storage systems
- 43 data-processing peripherals
- 44 interfaces (see also 35 series)
- 46 consumables items for data-processing
- 47 storage furniture (data-processing)
- 48 data communication
- 51 raw materials (supplies)
- 52 machine tools, workshop and quality control equipment
- 53 casting and moulding (manufacturing techniques)
- 54 forging (manufacturing techniques)
- 55 boiler metal work (manufacturing techniques)
- 56 sheet metal work (manufacturing techniques)
- 57 general machining work
- 58 precision machining work
- 59 specialised techniques
- 61 vacuum pumps
- 62 refrigeration equipment
- 63 gas-handling equipment 64 storage and transport of cryogens
- 65 measurement equipment (vacuum and low-temperature technology)
- 66 low-temperature materials
- 67 vacuum components & chambers
- 68 low-temperature components
- 69 vacuum and low-temperature technology
- 71 films and emulsions
- 72 scintillation counter components
- 73 wire chamber elements
- 74 special detector components
- 75 calorimeter elements
- 8a radiation protection ELECTRONIC ASSEMBLY AND WIRING WORK n.a. not available

FLECTRICAL FNGINFERING

LHC: Technological Spillovers (1)

Benefits to suppliers

Sample of 300 orders by purchase code compared with all LHC orders



Purchase codes

STEP 1. IDENTIFICATION OF HIGH-TECH ORDERS

ACTIVITY CODES FOR HIGH-TECH ORDERS

VACUUM PUMPS

POWER CABLES AND CONDUCTORS CASTING AND MOULDING (MANUFACTURING TECHNIQUES)

MAGNETS FORGING (MANUFACTURING TECHNIQUES)

MEASUREMENT AND REGULATION PRECISION MACHINING WORK

ELECTRICAL ENGINEERING COMPONENTS REFRIGERATION EQUIPMENT

ACTIVE ELECTRONIC COMPONENTS GAS-HANDLING EQUIPMENT

PASSIVE ELECTRONIC COMPONENTS STORAGE AND TRANSPORT OF CRYOGENS

ELECTRONIC MEASURING INSTRUMENTS

MEASUREMENT EQUIPMENT (VACUUM AND LOW-TEMPERATURE TECHNOLOGY)

POWER SUPPLIERS - TRANSFORMERS LOW-TEMPERATURE MATERIALS

FUNCTIONAL MODULES & CRATES VACUUM COMPONENTS & CHAMBERS

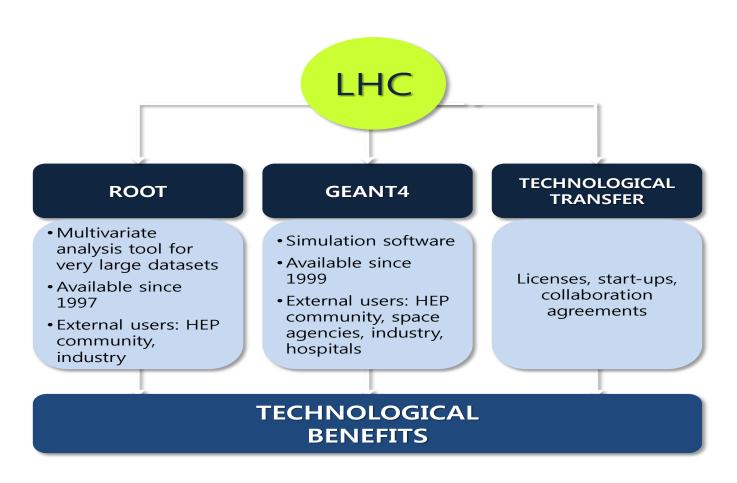
RF AND MICROWAVE COMPONENTS AND EQUIPMENT LOW-TEMPERATURE COMPONENTS

CIRCUIT BOARDS VACUUM AND LOW-TEMPERATURE TECHNOLOGY

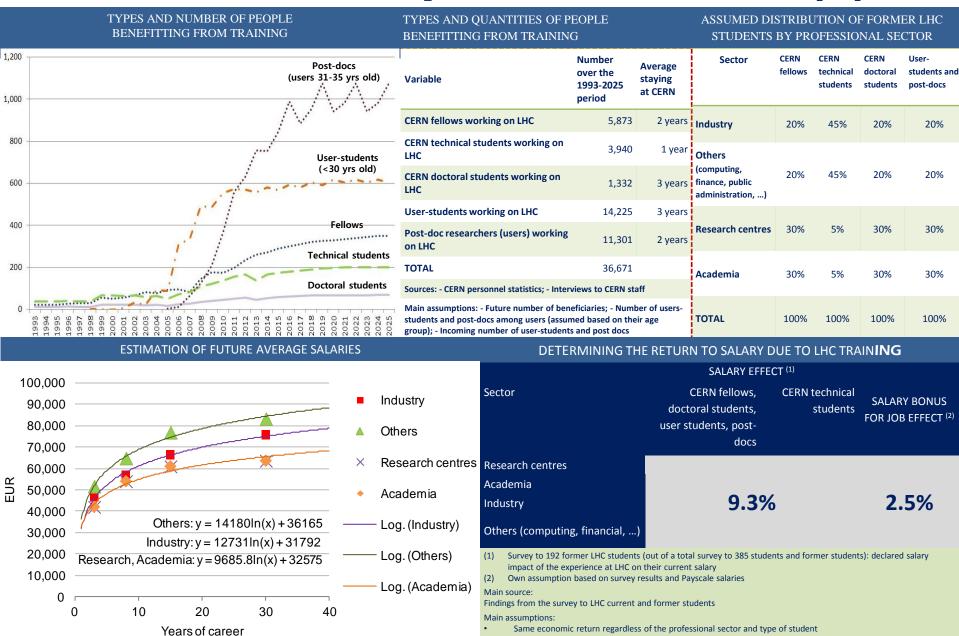
FLECTRONICS OPTICAL AND X-RAY EQUIPMENT

LHC: Technological Spillovers (2)

Benefits to software users



LHC: Human capital formation (1)



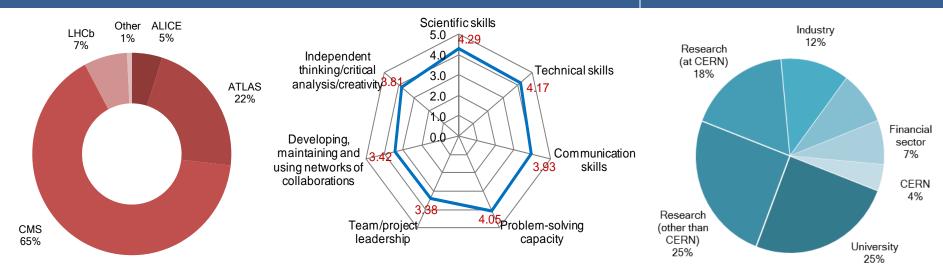
Same return over the entire work career (40 yrs)

LHC: Human capital formation (2)



SKILLS IMPROVED THANKS TO THE LHC EXPERIENCE. AVERAGE JUDGEMENT

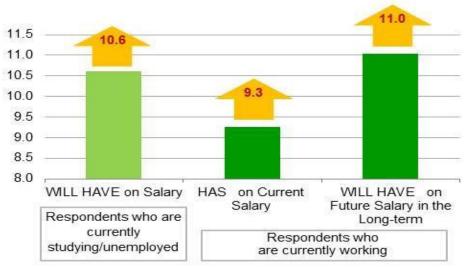
AN OVERVIEW OF CURRENT EMPLOYMENT SECTOR. SHARE OF RESPONDENTS



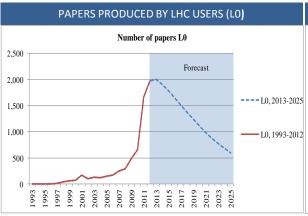
AVERAGE SALARY EVOLUTION: A COMPARISON BETWEEN THE TWO GROUPS OF RESPONDENTS (THOUSAND EUR)

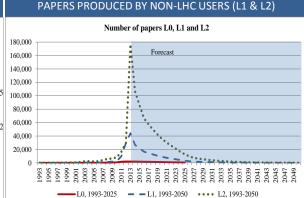


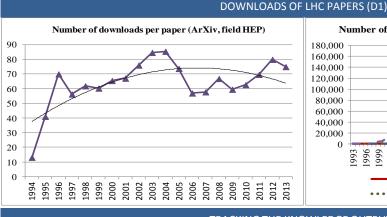
THE IMPACT OF LHC EXPERIENCE ON SALARY (%)

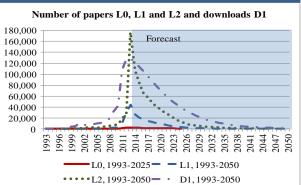


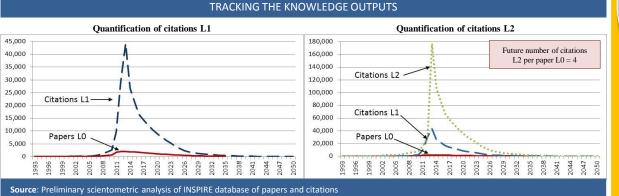
LHC: Knowledge Output









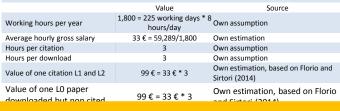


VALUATION

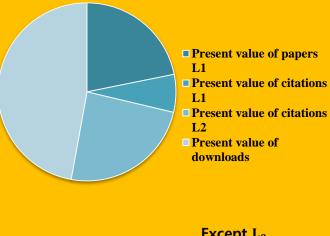
Unit economic value of papers L1

	Value	Source
Number of references in paper L1	35	Own assumption, based on an analysis of 41 research journals by Abt and Garfield (2002)
Share of time dedicated to research	65%	Own assumption. The remainder is for teaching and other non scientific activities
Number of paper (published and non) per year	3.5	Own assumption. It represents the number of papers to wich a scientist gives a real contribution
Average annual gross salary	59,289 €	Own elaboration based on PayScale data. It is the average salary for a scientists working in research centres and academia in the USA
Unit production cost per paper L1	315 € = (59,289 € * 65%/3.5/35)	Own estimation, based on the approach suggested by Florio and Sirtori (2014)

Unit economic value of citations and downloads

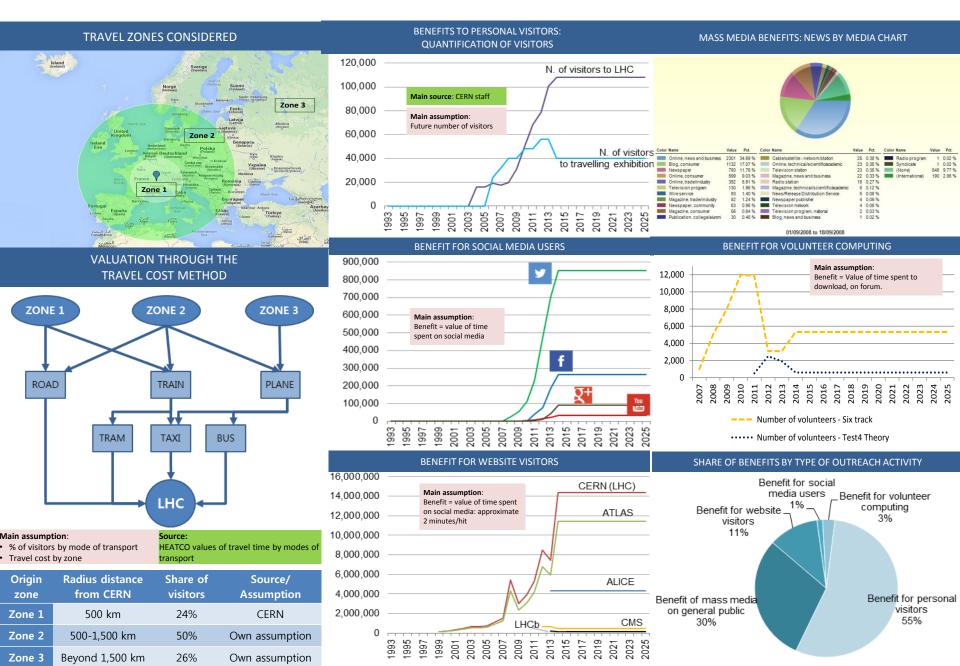


OUR RESULTS

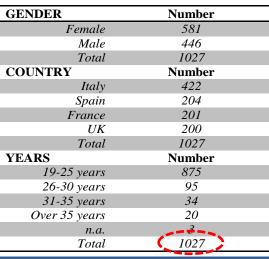


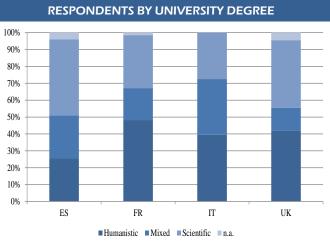
Except L₀

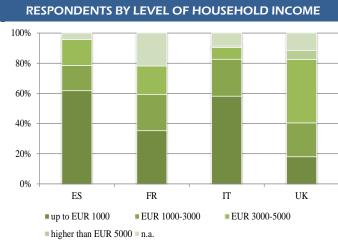
LHC: Cultural Effects



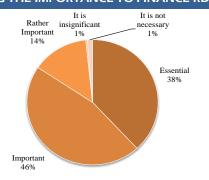
LHC: results from a contingent valuation



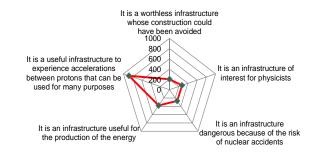




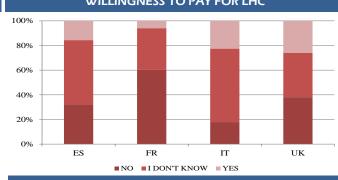
RATING THE IMPORTANCE TO FINANCE RD



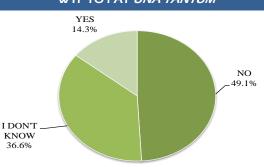




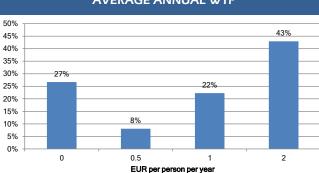




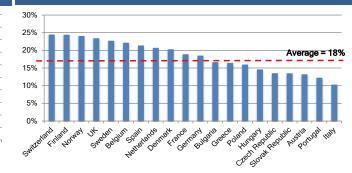




AVERAGE ANNUAL WTP



SHARE OF ADULT POPULATION (18-74 YEARS OLD) WITH AT LEAST TERTIARY EDUCATION



LHC: CBA results (1)

LHC: summary of costs and benefits (Billion, EUR)

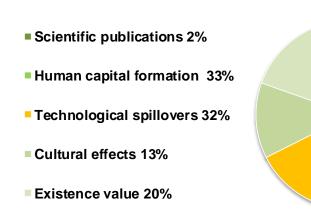
COSTS: 13.5 ± 0.4 USE BENEFITS:

Knowledge Formation 0.3 ± 0.1 Human Capital 5.5 ± 0.3 Technological Spillovers 5.3 ± 1.7 Cultural 2.1 ± 0.5 NON-USE BENEFITS:

Existence Value 3.2 ± 1.0

- Human capital, technological spillovers, cultural + existence value each give about 33% of benefits (publications are negligible)
- Uncertainty largest on technological spillovers
- More than 90% chance of positive NPV

TOTAL MEASURED BENEFITS



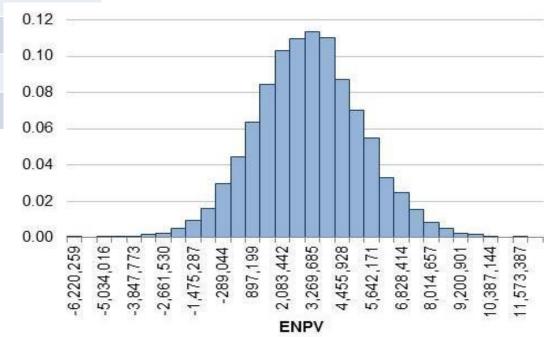
LHC: CBA results (2)

ESTIMATED PARAMETERS OF DISTRIBUTION Mean 2,855,528 Median 2,825,860 Standard 2,134,763 Deviation -6,220,259 Maximum 11,573,387

Estimated probabilities

Pr. ENPV ≤ 0	0.086	
Montecarlo error		
3 6 10.000	0.02	

PROBABILITY DENSITY FUNCTION



CNAO CASE STUDY

What is hadrontherapy?

- Hadrontherapy is an innovative cancer radiotherapy modality based on nuclear particles (protons, neutrons and light ions such as carbon ions) for treatment of early and advanced tumors
- At present, 39 facilities are in operation worldwide, 27 are under construction and 11 in the design phase
- Since 1990 (Loma Linda, California) around 100,000 patients worldwide have been treated with protons
- Around 10,000 patients have been treated with ions, generally carbon
- Carbon ions treatment is still an experimental treatment
- At present, there are no commercial machines for hadrontherapy with carbon ions

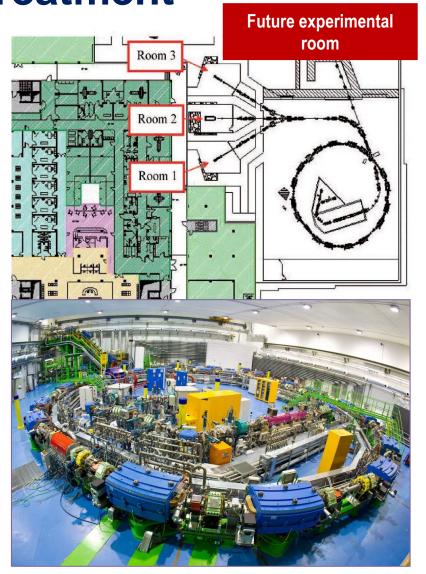
Economic aspect

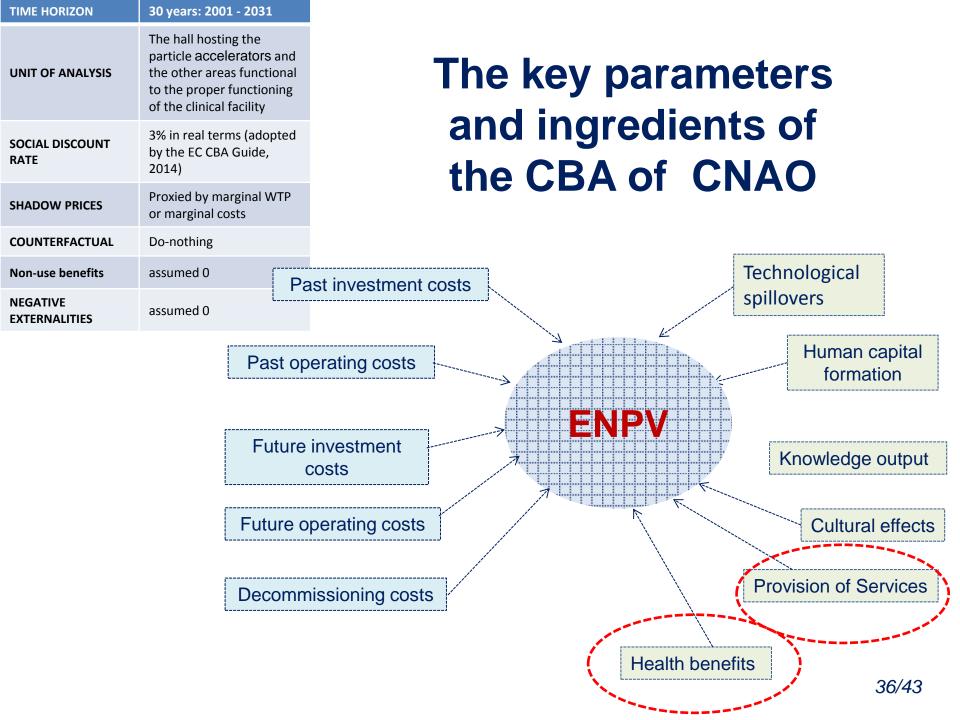
- Conventional radiotheraphy: ~ EUR 6,000
- Hadrontheraphy: ~ EUR 20,000

Is it worth for the society financing such Applied Research Infrastructure?

CNAO - National Hadrontherapy Center for Cancer Treatment

- Outside the synchrotron there are 4 extraction lines (3 horizontal and 1 vertical) leading the extracted beam into 3 treatment rooms.
- In each room it is possible to perform proton and carbon ion therapy.
- Active scanning.
- An experimental beam line with a dedicated room is under construction since July 2014 in collaboration with INFN.







CNAO: Estimation of health benefits

$$A = \sum_{t}^{T} \frac{\sum_{p}^{P} \sum_{i}^{I} (N_{p,i} * E_{p}) * (X_{pi} * VOLY_{i}) * Q_{p}}{(1 + 3\%)^{t}}$$

N: number of patients

E: share of patients who gain additional years of life compared to the identified

counterfactual

X: number of life years gained

VOLY: Value of Statistical Life Years

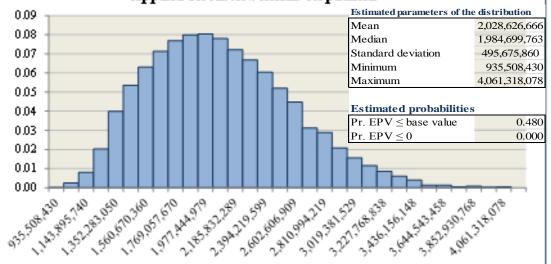
Q: coefficient capturing the increased quality of life

p (1, ..23): clinical protocol

i (1, ..6): age class

Probability distribution of applied research benefits on patients (Euros)

EPV Probability Density Function Applied research benefits on patients



Type 1 – FULL RECOVERY Marginal benefit by protocols		
2	No alternative	73%
3	No alternative	33%
9	Surgery + photon therapy	45%
10	Surgey	21%
11	No alterative*	45%
12	No alterative*	14%
15	Surgery + photon therapy	30%
16	Photon therapy	43%
13	No alterative*	33%
19	Photontherapy	36%
	Time 2 INCREASE IN	LUCE EVECTANCY

Type 2 – INCREASE IN LIFE EXPECTANCY Marginal benefit by protocols

6 No alternative for advanced tumours 15% 5 8 No alterative 43% 3 14 No alterative* 68% 0.5 18 Palliative chemotherapy 40% 2 20 No alterative 43% 3 22 Surgey + photon therapy 10% 5	# of protocol	Clinical alternative	Marginal percentage of patients who fully recover compared to the counterfactual	Number of life years gained with respect to the counterfactual
No alterative 43% 3 14 No alterative* 68% 0.5 18 Palliative chemotherapy 40% 2 20 No alterative 43% 3	6	No alternative for advanced tumours	15%	5
18 Palliative chemotherapy 40% 2 20 No alterative 43% 3	8	No alterative	43%	3
20 No alterative 43% 3	14	No alterative*	68%	0.5
	18	Palliative chemotherapy	40%	2
22 Surgey + photon therapy 10% 5	20	No alterative	43%	3
	22	Surgey + photon therapy	10%	5
23 Photontherapy* 35% 5	23	Photontherapy*	35%	5

Type 3 – BETTER QUALITY OF LIFE Marginal benefit by protocols

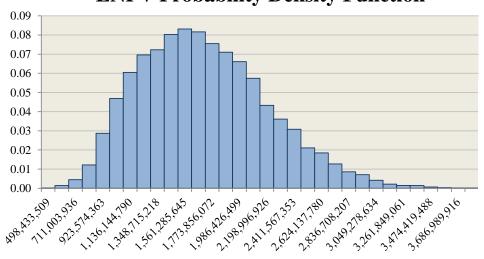
# of protocol	Clinical alternative	Marginal percentage of patients who fully recover compared to the counterfactual	Number of life years gained with respect to the counterfactual	Quality of life adjustment factor*
7	No alterative	100%	1	0.3
21	Surgey	100%	15	0.3

CNAO: CBA Results

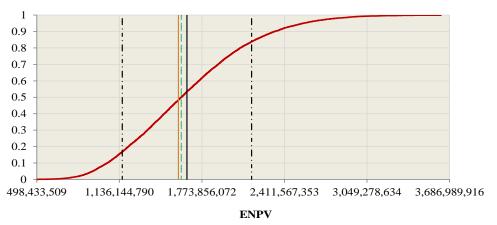
CBA reference value

Median

ENPV Probability Density Function



ENPV Cumulative Distribution Function



Cumulated probability

· - Std. Dev. from mean

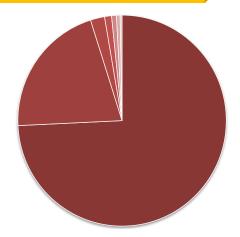
Mean

PROBABILITY DISTRIBUTION OF THE CNAO NET PRESENT VALUE

Own estimate of the Present Value PDF resulting from a Monte Carlo simulation (10,000 random extractions)



- Revenues 2.2%
- Benefit of Technological Spillovers 1.1%
- Benefit of Human Capital Generation 0.7%
- Benefit of Knowledge Creation 0.6%
- Benefit of Cultural Outreach 0.3%



ESTIMATED PARAMETERS OF DISTRIBUTION		
Mean	1,658,358	
Median	1,615,046	
Standard Deviation	499,225	
Minimum 498,433		
Maximum 3,686,989		
Estimated probabilities		

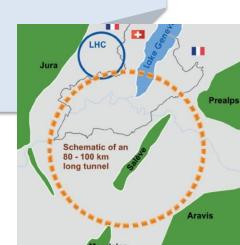
Pr. ENPV ≤ 0 0.000 Values in Thousands EUR, 2013

Our findings

- There is an increasing need of evaluation of socioeconomic impact of RDI infrastructure.
- Until now limited progress in finding a shared methodology.
- We have proposed a CBA model rooted in applied welfare economics theory and international experience.
- We have been able to show that the model could be applied to pilot case studies (LHC and CNAO).

Future Research

- Testing the model on other Research Infrastructures
- Forecasting technological spillovers with a control group of firms (non-CERN suppliers)
- Estimating human capital effects with econometric 'treatment' techniques
- Developing a forecasting model for media impact of outreach
- Expanding the contingent valuation of willingness to pay for discoveries
- High Luminosity LHC
- Applying the model to the Future Circular Collider





Special Issue on:

The social impact of Research Infrastructures at the frontiers of science and technology

Guest editors: Chiara Del Bo, Massimo Florio and Stefano Forte

- The social impact of research infrastructures at the frontier of science and technology: The case of particle accelerators. Editorial introduction Del Bo, C., Florio, M., Forte, S.
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- Social Benefits and Costs of Large Scale Research Infrastructures. Florio M. and Sirtori E.
- Some remarks concerning the Cost/Benefit Analysis applied to LHC at CERN. Schopper H.
- Forecasting the Socio-Economic Impact of the Large Hadron Collider: a Cost-Benefit Analysis to 2025 and Beyond. Florio M., Forte S. and Sirtori E.
- Cost-Benefit Analysis of applied research infrastructure. Evidence from health care. Battistoni, G. et al.
- Grenoble "GIANT Territorial Innovation Models: Are Investments in Research Infrastructures
 Worthwhile? Scaringella L. et al.
- Scientific Effects of Large Research Infrastructures in China. Chen K. et al.
- Knowledge Transfer at CERN. Nilsen V. et al
- Research infrastructures in the LHC era: a scientometric approach. Carazza, S. et al.

Further References

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THANK YOU

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